C.1   BACKGROUND

In 1998 the Department of Defense (DoD) Cyber Crime Center (DC3) was established as the parent agency of the Defense Computer Investigations Training Program (DCITP). The original mission of the DCITP was to provide computer investigation training to individuals, and DoD elements that must ensure Defense information systems are secure from unauthorized use, counterintelligence, and criminal and fraudulent activities.

In 2001, the Deputy Secretary of Defenses expanded DCITP's mission to include system administrators or any other DoD member who helps ensure Defense information systems are secure from unauthorized use. On October 1, 2006, the DCITP's name was changed to the Defense Cyber Investigations Training Academy (DCITA).

In 2010, DoD Directive 5505.13E solidified DCITA's areas of responsibility to include providing training to persons responsible for the exploitation of digital media for intelligence and counterintelligence objectives and established the United States Air Force as the Executive Agency for DC3/DCITA.

Today, DCITA has a comprehensive cyber curriculum, comprising more than 25 courses and provides cyber investigation training to DoD personnel tasked with ensuring information systems are secure from unauthorized use, counterintelligence, criminal and fraudulent activities and foreign intelligence service exploitation. In the future DCITA may expand training offerings to include establishing and delivering training at an alternative location.

C.1.1 PURPOSE

The purpose of this task order is to acquire contractor support for DCITA operations, curriculum development, curriculum delivery, courseware and training support, and the administration and maintenance of DCITA information technology resources.

C.1.2 AGENCY MISSION

DCITA's mission is to provide the highest quality cyber investigative training to individuals and DoD elements whose responsibilities include ensuring Department of Defense information systems are secure from unauthorized use, counterintelligence, and criminal and fraudulent activities.

To accomplish this mission, DCITA:

- Develops state-of-the-art cyber investigation training courses and materials
- Trains DoD personnel in technology, cyber search and seizure, cyber intrusions, and forensic digital media and multimedia analysis to support criminal, fraud, and counterintelligence investigations
- Provides cyber investigative training to Federal Law Enforcement entities, on a space available and cost reimbursable basis.

- Provides in residence, distance education and exportable courses in all appropriate media formats worldwide via internet resources.
- Conducts electronic data processing, cyber investigative and forensic technology research, professional learning forums
- Trains Cyber Security and Information Operations personnel responsible for defending the Department of Defense's Information Network (DODIN).

C.2   SCOPE

The scope of this Task Order encompasses all activities necessary to develop, enhance, and implement cyber investigation training to individuals and DoD elements whose duties include ensuring Department of Defense information systems are secure from unauthorized use, counterintelligence, and criminal and fraudulent activities. The contractor will perform the work described in this requirement primarily at DCITA's primary location in Linthicum, MD. The contractor may be required to travel to Continental United States (CONUS) and OCONUS locations, e.g. in support of DCITA's Mobile Training requirement.

C.3   CURRENT DCITA OPERATIONAL ENVIRONMENT

DCITA COURSE CURRICULUM

The courses and curriculum described below should not be considered as an end or perfected state for DCITA. This information is provided to demonstrate the learning domains, content areas and course durations for DCITA's extant courses. DCITA's course curriculum currently consists of 28 courses within the primary cyber domains of (Technology, Computer Incident Response, Computer Forensics, Network Intrusions, Malware Analysis, Cyber Counter Intelligence). DCITA's current course offerings are located in Section J, Attachment K.

Currently DCITA has 5 focus domains (Technology, Responders, Forensics, Network Investigations, Cyber Counterintelligence), which are used both internally for the various instructor groups and externally as focus areas for our customer base. DCITA internally is moving to a comprehensive curriculum that is not broken down into the various subject domains. The instructors will be one group which will provide flexibility and agility in providing instruction based on the various teaching requirements. Externally the domains will stay in place in order to help students know which courses fit into which domain.

For each course being offered, DCITA maintains course design documents, curriculums, lesson plans, class materials, equipment for practical class work, tests (pre-tests, class practical tests, and written tests), course evaluation materials and student surveys. DCITA owns and retains all rights to all course materials developed under the performance of this task order.

Details related to the DCITA environment are provided in the following attachments:

- Section J, Attachment L provides detailed course descriptions for each of the courses currently being offered and courses previously offered.

- Section J, Attachment M, provides a copy of DCITA Course Quota form distributed to DCITA customers. The course Quota form provides high level descriptions for all courses currently being offered, or planned for the coming fiscal year (FY) at the

schoolhouse. DCITA requests customer organizations complete the Course Quota form to support definition of annual training requirements.

- Section J, Attachment N provides the DCITA in residence and online class schedule for FY-14.
- Section J, Attachment J provides an inventory of equipment currently available within DCITA

- Section J, Attachment Q provides a sample DCITA Course Design Document (Introduction to Networks and Computer Hardware (INCH))

- Section J, Attachment R provides a sample DCITA Instructor Guide (INCH)

- Section J, Attachment S provides a sample DCITA Student Guide (INCH)

C.3.1 CURRICULUM DEVELOPMENT AND DELIVERY

All DCITA courses are designed, developed, delivered, and evaluated with strict adherence to the Instructional Systems Design (ISD) methods and practices. All course development and implementation shall be performed in accordance with the ISD process.

Contractor support is responsible for ensuring all courses are maintained in accordance with the requirements of the course design documents, student needs, and government requirements.

Additionally, the contractor is responsible for all phases of DCITA's curriculum; including ensuring the efficacy, relevance, quality, and cohesion of all of DCITA's training, content, courses, delivery methods and curriculum.

DCITA courses include written and practical tests that are graded with an established norm for passing. DCITA training is delivered at DC3 headquarters, satellite training facilities, online, or at the customer's location via Mobile Training Teams.

Authority: (Air Force Handbook (AFH) 36-2235) (Section J, Attachment T)

C.3.2 DCITA's ONLINE TRAINING SYSTEM
DCITA designed, built, operates, maintains, and improves a state of the art comprehensive and specialized, integrated online learning support system that provides secure web services, distance education services, student registration services, and public web services. This online training system is an enterprise – level, web – based platform providing planning, delivery, and management of all instructional materials and course support functions such as virtual machines and access to cyber ranges such as the DoD Cyber Security Range. DCITA's online training system also serves as the single point of access for all training activities for DCITA's students, staff, and government representatives.

The online training system is comprised of over 20, highly integrated software components. The primary software components, forming the foundation of the system are Liferay and Plateau. The exact technical specifications are available via (Section J, Attachment U). The purpose of the

online training system is to expand course availability beyond in-residence offerings, reduce student travel costs, reduce course development/re-development costs, increasing student engagement, improving access to DCITA's instructors, Subject Matter Experts (SME), and government leadership, facility course registrations, increasing awareness of DCITA's curriculum and improving student services**.**

C.4   **PERFORMANCE OBJECTIVE**

The objective of this TO is to provide DCITA with contractor support aimed at developing, maintaining, and delivering the highest quality cyber investigative training efficiently and effectively with ensuring all aspects of DCITA's operations are supported.

C.5   **TASKS**

This TO will include support for the following tasks:

Task 1 - Program Management Support

Task 2 - DCITA Schoolhouse Operations Support

Task 3 - DCITA Courseware Support

Task 4 - DCITA Information Technology Support

C.5.1   **TASK 1 – PROGRAM MANAGEMENT SUPPORT**

The contractor shall provide program management support for the term of this TO. This includes the management and oversight of all contract personnel, contract personnel activities (including sub-contractors) and any other personnel the contractor uses to satisfy the requirements set forth in this Performance Work Statement (PWS). The contractor shall organize and provide a team of well qualified personnel in all functional disciplines to fully support all requirements of this PWS for the life of the contract. The contractor shall use sound management practices, techniques, and methods in fulfillment of this TO. The contractor shall designate a DCITA Program Manager (PM) by name that shall be located at DCITA in Linthicum, MD. The PM shall provide daily management, direction, administration, quality control and leadership in the execution of this TO.

The PM is responsible for providing complete program, financial and technical support for the duration and satisfaction of this TO. The PM is responsible for providing complete personnel management support, for all contractor provided personnel, for the duration and satisfaction of this TO. The contractor shall, to the fullest extent possible, use Project Management Institute (PMI) principles, best practices, and methods to administer this TO.

The PM is responsible for producing, maintaining, and making available to the Government an organizational chart. The organizational chart shall show all current employees, their job title, responsibilities, contact information and physical location where they perform work on this contract. The organizational chart shall specifically identify Key Personnel and shall be submitted with the Project Management Plan (Section C.5.1.2).

C.5.1.1   SUBTASK 1 - COORDINATE A PROGRAM KICK-OFF MEETING
The contractor shall schedule, coordinate, and host a program kick-off meeting at the location
designated and / or approved by the Government (Section F, Deliverable 02). The meeting will
provide an introduction between the contractor personnel and Government personnel involved
with this TO. The meeting will provide the opportunity to discuss technical, management,
personnel, security issues, travel authorizations / procedures, and reporting processes/procedures.
The attendees shall include all Key Personnel identified in this TO, relevant Government
personnel including the FEDSIM CO and FEDSIM COR.

C.5.1.2   SUBTASK 2 - PREPARE A PROJECT MANAGEMENT PLAN (PMP)
The contractor shall develop and deliver PMP for deliverables and activities described in this
TO, unless specifically exempted by the Government (Section F, Deliverables 03 and 04).

The PMP shall document all support requirements:

1. Describe the proposed management approach
2. Contain detailed Standard Operating Procedures (SOPs) for identified tasks
3. Include milestones, tasks and subtasks required
4. Provide / make available the overall Work Breakdown Structure (WBS) and associated
    responsibilities
5. The project's Quality Control Plan (QCP) (Section C.5.1.4)
6. Organizational Chart

C.5.1.3   SUBTASK 3 - UPDATE THE PROJECT MANAGEMENT PLAN (PMP)

The PMP is an evolutionary document that shall be updated annually at a minimum (Section F,
Deliverable 05). The contractor shall work from the latest Government-approved version of the
PMP.

C.5.1.4   SUBTASK 4 – QUALITY CONTROL PLAN (QCP)

The QCP shall detail how the contractor plans to develop and maintain a quality control program
to ensure the quality, efficacy and effectiveness of instructional materials, instructional delivery
and other deliverables as set forth in this TO and shall be submitted within the PMP (Section
C.5.1.2).

The QCP shall include:

1. A description of the inspection and monitoring systems used to cover all performance areas
    set forth in this task order.
    a.   Specific Areas Inspected
    b.   Schedule / Frequency of Inspection
    c.   Organizational Placement of Inspectors

2. A description of the methods the Contractor shall use for identifying, reporting and
    preventing defects in the quality of performance areas identified in this task order.

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3. How the Contractor shall maintain on-site records of all quality control inspections conducted by Contractor personnel. Records shall include the name of the inspector, date of inspection, what was inspected, discrepancies found, corrective actions taken, date actions taken and date Government notified.   The Contractor shall keep documentation and make it available to the Government through the Program Information Center (PIC) (Section C.5.4.9) throughout the entire period of contract performance and for the period after contract completion until final settlement of all claims in any, under the contract.

C.5.1.4.1   UPDATE QUALITY CONTROL PLAN (QCP)

The contractor shall update the QCP submitted with their proposal and provide a final QCP within the PMP as required within Section C.5.1.2. The contractor shall periodically update the QCP, as required in Section F, Deliverable 06, as changes in program processes are identified.

C.5.1.5   SUBTASK 5 - PREPARE MONTHLY STATUS REPORTS (MSR)

The contractor is responsible for developing and providing a MSR by the tenth working day of each month (Section F, Deliverable 07). The MSR shall be delivered via e-mail or other means/method acceptable to the Government. The MSR shall be provided to the DCITA Technical Point of Contract (TPOC), COR, DCITA Deputy Director, and DCITA Director. At a minimum the MSR shall include the following:

1. All activities which took place within the reporting period; identified by task in relation to the tasks set forth in this TO. Included shall be on-going / recurring activities, new projects / activities, project status reports and projects completed.
2. Any problems, issues, concerns or incidents that have occurred and the corrective actions taken or required.
3. Personnel gains, losses, and status
4. Hardware related issues, problems, outages, and repairs (Section C.5.4.7)
5. Maintenance Report (Section C.5.1.9)
6. Deleted
7. Government actions required
8. Summary of trips taken, conferences attended, etc. (Trip Reports shall be included with the MSR as attachments, for the reporting period of the report). (Section C.5.1.9)
9. Invoiced and accumulated costs for each Task and CLIN through the reporting period of the MSR. For costs incurred, the report shall include the name of the employee, their position, the tasks performed and hours associated with that task (for example, CIRC Course Development 40 hours). Any overtime worked and/or invoiced for the reporting period shall be highlighted and the task(s) associated with the overtime specifically identified.
10. Projected costs for each CLIN for the next reporting period.

C.5.1.6   SUBTASK 6 - CONVENE OPERATIONAL STATUS MEETINGS

The PM shall convene Operational Status Meetings with the TPOC, COR, and Government stakeholders as needed but at least once per month (Section F, Deliverable 08). The purpose of this meeting is to ensure all stakeholders are informed of the monthly activities reported in the MSR, provide opportunities to identify other activities, establish priorities, coordinate problem resolutions, and discuss strategic objectives. The contractor shall provide minutes of these meetings, including attendance, issues discussed, decisions made, and action items assigned. These meeting minutes shall be provided to the CO, COR, TPOC, DCITA Director and DCITA Deputy Director within five (5) work days of the meeting (Section F, Deliverable 09).

C.5.1.7   SUBTASK 7 - RISK MANAGEMENT

The contractor shall develop, implement, and maintain a comprehensive risk management plan (Section F, Deliverable 10), as part of the overall Program Management Plan, for all tasks executed under this TO. Risk Management shall include the identification of risks, the assessment of risks and their impacts, prioritization, mitigation and control plans, tracking, monitoring, and reporting. Risk processes shall also include development of recovery plans in the event risks are realized. The contractor shall notify the Government of all identified risk(s) that could impact overall performance to the Online Training System, Course Delivery or other key program milestones and activities. The risk management plan shall be integrated into the various projects / project plans and development activities undertaken in support of this TO.

Supply Chain Risk Management
The contractor shall develop a Supply Chain Risk Management (SCRM) plan (Section F, Deliverable 11) as part of the comprehensive risk management plan. The SCRM plan shall implement at a minimum the elements of control SA-12 of National Institute of Standards and Technology (NIST) Special Publication 800-53
(http://nvlpubs.nist.gov/nistpubs/SpecialPublications/NIST.SP.800-53r4.pdf). Critical elements of the Online Training System, as defined by the Criticality Analysis results, should be judged for their Security Category (SC) in accordance with Federal Information Processing Standards Publication (FIPS) 199 (http://csrc.nist.gov/publications/fips/fips199/FIPS-PUB-199-final.pdf
).Those elements deemed HIGH shall form the basis for the SCRM plan, but the plan should also encompass any element that is at risk of supply chain problems.

C.5.1.8   SUBTASK 8 - ASSET MANAGEMENT SERVICES

The contractor shall provide all aspects of acquisition and management of DCITA (government) assets (property/asset management, asset cataloging/identification, asset transfer/allocation/maintenance, facilities management, computers/automation management) utilizing the current WASP fixed asset tracking software system provided by DCITA or any replacement system as directed by DC3 or the USAF.

The contractor is responsible for all asset acquisition and management services from initial sourcing (supply chain management) phase through customer delivery (e.g. procurement,

sourcing management, inventory management, catalog management, ordering/purchasing, invoice tracking, inventory management and control, returns management and logistics/transportation .

See Section J, Attachment J for a list of current assets maintained by DCITA.

C.5.1.8.1   REMANENCE SECURITY

The contractor shall work with DC3's logistics personnel to ensure that data from any DCITA system is properly sanitized from all obsolete storage devices and mediums In accordance with (IAW) Air Force Manual (AFMAN) 33-282, (http://static.e-publishing.af.mil/production/1/saf_cio_a6/publication/afman33-282/afman33-282.pdf) before the storage devices and mediums are removed from DCITA's facilities.

C.5.1.9   SUBTASK 9 - PREPARE TRIP REPORTS

The Government will identify the need for a Trip Report when the request for travel is submitted and shall be documented within the MSR per Section C.5.1.5. The contractor shall keep a summary of all long-distance travel including, but not limited to, the name of the employee, location of travel, duration of trip, and point of contact (POC) at travel location (Section F, Deliverable 12).

C.5.1.10   SUBTASK 10 - TRANSITION-IN

The contractor shall ensure that there will be minimum service disruption to vital Government business and no service degradation during and after transition. All transition activities will be completed 30 calendar days after the start date of the order. The contractor shall propose a draft Transition-In Plan (Section F, Deliverable 13) within five workdays of award.

C.5.1.10.1   IMPLEMENT TRANSITION-IN PLAN

The contractor shall implement its Transition-In Plan immediately following award

C.5.1.11   SUBTASK 11 - TRANSITION-OUT

The Transition-Out Plan shall facilitate the accomplishment of a seamless transition from the incumbent to an incoming contractor/Government personnel at the expiration of the TO. The contractor shall provide a Transition-Out Plan NLT 90 calendar days prior to expiration of the TO (Section F, Deliverable 14). The contractor shall identify how it will coordinate with the incoming contractor and/or Government personnel to transfer knowledge regarding the following:

a. Project management processes
b. Points of contact
c. Location of technical and project management documentation
d. Status of ongoing technical initiatives
e. Appropriate contractor–to-contractor coordination to ensure a seamless transition.
f. Transition of Key Personnel

    g.   Schedules and milestones

    h.   Actions required of the Government.

The contractor shall also establish and maintain effective communication with the incoming contractor/Government personnel for the period of the transition via weekly status meetings.

C.5.1.11.1 IMPLEMENT TRANSITION-OUT PLAN

The contractor shall implement its Transition-Out Plan no later than (NLT) 60 calendar days prior to expiration of the TO.

C.5.1.12 SUBTASK 12 – IN-PROGRESS REVIEW (IPR)

The contractor shall convene a quarterly IPR with the DCITA Directory and Deputy Director, the FEDSIM CO and CS, FEDSIM COR, and other key Government stakeholders at a mutually agreeable time and place. The purpose of this meeting is to: ensure all stakeholders are informed of the TOs' status, provide opportunities for identification of activities, establish priorities, and coordinate resolution of identified problems. IPRs shall be held quarterly with the exception of the last IPR during an exercised Period of Performance (PoP). The last IPR will be held 20 days prior to the end of the exercised PoP.

The contractor shall prepare and deliver an agenda (See Section F, Deliverable 15) which addresses the following topics:

- Agenda/Task Review and Schedule/Action Items Past and Future.
- Activities during reporting period, by task (Include: On-going activities, new activities, activities completed; progress to date on all above mentioned activities). Start each section with a brief description of the task.
- Schedule (shows major tasks, milestones, and deliverables; planned and actual start and completion dates for each).
- Previous quarter's activities by task.
- Planned activities for the next quarter by task.
- List new problems and outstanding problems and corrective actions take / mediation
- Actions required by DCITA or FEDSIM, and
- Summary

C.5.1.13 SUBTASK 13 – ENTERPRISE WIDE CONTRACTOR MANPOWER REPORTIN APPLICATION

The contractor shall report ALL contractor labor hours (including subcontractor labor hours) required for performance of services provided under this contract for DCITA via a secure data collection site. The contractor is required to completely fill in all required data fields using the following web address: http://www.ecmra.mil/. Reporting inputs will be for the labor executed during the period of performance during each Government fiscal year (FY), which runs October 1 through September 30. While inputs may be reported any time during the FY, all data shall be reported no later than October 31 of each calendar year.

C.5.2   TASK 2 - DCITA SCHOOLHOUSE OPERATIONS SUPPORT

C.5.2.1   SUBTASK 1 - REGISTRAR OFFICE SUPPORT

The contractor shall be responsible for providing a full scope of student registration services to include student records management, registrations, withdraws, questions, information requests. The Registrar is the primary point of contact for student questions, inquires and communication. The contractor shall ensure the student records management functions are performed in full compliance with DoD and Air Force requirements.

Within the Registrar's Office the contractor shall be responsible for producing ad hoc, weekly, monthly and quarterly statistical reports on DCITA student attendance, tracking student trending, specific course demands, course cancellations, student organization and other data within the PIC (Section C.5.4.9) as requested by the Government.

C.5.2.2   SUBTASK 2 - DCITA TESTING CENTER SUPPORT
DCITA maintains a Pearson Vue Testing Center in Linthicum, MD. The contractor shall be responsible for maintaining and supporting all aspects of the testing center to include registering, administering, monitoring and reporting all exams taken at the DCITA Pearson Vue Testing Center.

C.5.2.3   SUBTASK 3 - ADMINISTRATIVE DOCUMENT SUPPORT
The contractor shall assist in the development of various administrative documents: All documents developed by the contractor must be approved by the Government before implementation. Common administrative documents include but are not limited to:

- DCITA Manuals and Briefings
- Standard Operating Procedures DCITA Reports
- Mission associated documentation

C.5.2.4   SUBTASK 4 - DCITA CERTIFICATION SUPPORT
The contractor shall perform all tasks necessary to prepare for and maintain DCITA's accreditation. The contractor shall report any potential hazard to DCITA's continued Council on Occupational Education (COE) accreditation status.

- Council on Occupational Education (COE)
  DCITA is accredited by the Council on Occupational Education (COE) and was recertified in 2013. The contractor shall maintain the current COE *Self Study* keeping it current, relevant and consistent with COE's requirements. The contractor shall perform all tasks necessary to prepare for and maintain DCITA's COE accreditation. The contractor shall report any potential hazard to DCITA's continued COE accreditation status.

- American Council on Education (ACE)
  Several of DCITA's current course offerings have been vetted by ACE and recommended for lower and upper division college credit. It is anticipated that during the execution of this requirement several ACE "accredited" courses will require review and "re-accreditation" from ACE. The Contractor shall perform all tasks necessary to recertify DCITA ACE accredited courses.

- International Association for Continuing Education and Training (IACET)
  DCITA has obtained IACET accreditation enabling the academy to issue continuing education units for DCITA courses. This accreditation is a validation of DCTIA's instructional design processes and demonstrates that these processes are aligned to ANSI/IACET standards. The Contractor shall perform all tasks necessary to maintain this certification including ensuring course development processes and procedures maintain alignment to ANSI/IACET standards and requirments.

- Commercial Certifications
  The DCITA curriculum framework is designed to provide requisite training to DCITA's students that meet their terminal learning objectives (e.g. Computer Forensic Examiner / Digital Media Collector) while aligning to the National Initiative for Cyber Security Education (NICE) and (when applicable and practical) aligning to various commercial certifications (e.g. Network + / GIAC / EnCE / CISSP / A+ .).

  The contractor is responsible for ensuring all existing certification alignments are maintained as well as for aligning new courses to additional commercial certifications as applicable within the comprehensive DCITA curriculum framework. The contractor shall ensure all courses and instructional materials aligned to commercial certifications are kept current with the certification requirements and standards.

- Expanding Curriculum Accreditations
  The contractor shall develop a strategic plan of action to expand the scope of DCITA's course validations into higher education accreditations (Middle States Commission on Higher Education (MSCHE)). (Section F, Deliverable 16). The goal is to increase acceptance, validation and integration of DCITA's training into DoD and Air Force.

C.5.2.5   SUBTASK 5 - DCITA SCHOOLHOUSE STRATEGIC COMMUNICATION

DC3 requires strategic communication support to inform and engage the cyber intelligence community about the DCITA schoolhouse training, certifications, and capabilities. The contractor shall develop and implement a strategic communication plan aimed at increasing awareness and student enrollment (Section F, Deliverable 17). The strategic communication plan should address the following:
   - Social media

- Research DOD cyber training involvement. Stakeholder involvement within the DOD community (identifying areas where there is need for cyber training) recommend people/areas to speak to (knowledge of the DOD cyber community)
- AF Times for DCITA Schoolhouse advertisement
- Air Force Space Command (24th Air Force)
- Navy fleet
- CoComs MagComsDefense media activity
- Accessing vendor awareness situations in DOD community such as the Pentagon etc.
- Cyber industry associations

C.5.2.6   SUBTASK 6 – DCITA FACILITY SUPPORT

The contractor is responsible for supporting and maintaining DCITA IT infrastructure. The Contractor shall continuously analyze all DCITA facility features and develop recommendations pertaining to DCITA: hardware, lighting, classroom layout, functionality, power/cabling layout and computer workstations and furniture. The contractor shall prepare and maintain facility diagrams of DCITA's training facility; these diagrams shall be kept up to date for the layout of each individual classroom. Facility diagrams shall be updated at a minimum annually and/or whenever facility modifications occur (Section F, Deliverable 31).

Currently, DCITA's primary classrooms and office facilities are located within DC3 leased properties in Linthicum, MD. During the period of performance of this TO it is expected that the Government will relocate DCITA's classrooms and offices into a single building near or adjacent to DC3's primary location in Linthicum, MD. Should the Government relocate DCITA's office spaces and classrooms, the contractor shall perform all functions necessary to accomplish moving into a new facility to include:

1. IT Support
2. Logistical Support
3. Facilities Engineering Support

C.5.2.7   SUBTASK 7 – ALTERNATE WORK LOCATION(S) - (OPTIONAL)

Because the requirements and demand for DCITA's courses and training continue to steadily increase, the Government may request that the contractor obtain additional space to house DCITA's personnel or increase the number of available classrooms. Government requests for additional contractor-provided space may be long or short in duration dependent upon the type of support required. The Government shall communicate requests for additional work or classroom spaces to the contractor in writing. Contractor responses to space requests shall be in writing and include the following:
- Type of space available and associated implementation COAs
- A description of the space (if available)
- What costs are associated with the requested space and how reimbursement can be made by the Government (ie… via labor, lease, sub-lease, etc).

- COAs shall, at a minimum, demonstrate compliance with the requirements identified in Section F.4 of this TOR.

Written approval from the Government, (TPOC, COR, CO or DC3 PMO) is required before contractor-provided space for any alternate work location is implemented/utilized. This requirement does not extend to MTTs.

If Government-Furnished Equipment (GFE) such as computers, phones, etc. are utilized at alternate work locations, they shall be returned to DCITA's primary place of performance when the alternate work location requirement has ended or as directed by the Government.

C.5.3   TASK 3 – DCITA COURSEWARE SUPPORT

The contractor must use the Instructional Systems Design (ISD) methodology (AFH 36-2235) for all life-cycle phases of all DCITA training materials.

C.5.3.1   SUBTASK 1 - CURRICULUM MANAGEMENT

The contractor is responsible for supporting the DCITA's Curriculum Management Office (CMO). The CMO is responsible for the design, development and iterative evaluation of all courses, instructional media and training support materials and ensures sound ISD methodology is used for all courses and training materials.

The contractor shall be responsible for ensuring the cohesion, efficacy, relevance, and quality of all DCITA training offerings regardless of course, delivery modality or audience. The contractors shall make certain all training offerings maintain alignment with the requirements of DCITA's curriculum framework, the National Initiative for Cyber Education (NICE) [or its successor], American Council on Education (ACE) recommendations, and commercial certifications as applicable.

C.5.3.2   SUBTASK 2 - TECHNICAL EDITING

The contractor shall provide technical editing for all DCITA courses and curriculum materials ensuring DCITA's training materials, written documents, instructional support materials and all other contractor produced items are technically correct, free from grammar and spelling mistakes, consistent in voice / tone and represent the highest standards of quality.

C.5.3.3   SUBTASK 3 - EMERGING TECHNOLOGIES

The contractor shall be responsible for working with DC3/DCITA's SMEs (e.g. cyber investigative, computer forensics, intrusion detection, IT), customers, allied agencies and industry partners to ensure DCITA's course content is up to date and emergent technologies are identified and included into courses and training materials as necessary and appropriate. The contractor shall routinely update the Online Training System to ensure that trends, opportunities, and emerging new technologies that effect cyberspace operations and investigations are available

to DCITA students and Online Training System users. The contractor shall ensure that the source for this information is properly referenced. For the purposes of this, routine is understood to be a minimum of once per month. When appropriate, necessary and applicable the contractor shall incorporate this information into DCITA's courses.

C.5.3.4 SUBTASK 4 - COURSEWARE QUALITY ASSURANCE

The contractor shall identify a Quality Assurance Lead (H.2.6) responsible for ensuring the contractors Quality Control Plan (C.5.1.4) is properly executed during the entire period of performance under this Task Order. The Quality Assurance Lead, in accordance with section (C.5.1.4.1) of this Task Order shall be responsible for ensuring the contractor's Quality Control Plan (C.5.1.4) is maintained, kept current and modified as necessary.

The Contractor shall work collaboratively with the DCITA Director/Deputy Director to ensure all of DCITA's training materials and products are of the highest quality, delivered professionally, and meet the evolving needs of DCITA's customer base.

The Contractor shall ensure that all records of inspections are available to the government via the Program Information Center.

C.5.3.5 SUBTASK 5 - SURVEYS AND ASSESSMENTS

The contractor is responsible for all student, supervisor and customer surveys and for tracking student performance through careful monitoring of student assessments, tests, and similar performance measurement devices.

The contractor shall develop and utilize student surveys similar to those described in the Measures of Effective Teaching (MET) project *Learning about Teaching: Initial Findings from the Measures of Effective Teaching Project*. These surveys shall be integrated into the DCITA Learning Support System (Online Training System) and made available to the Government on an as needed basis via the PIC (Section C.5.4.9). The PIC metrics shall provide the Government an *at a glance* synopsis of all instructional delivery, student performance, and student satisfaction as well as details associated with any problem areas identified in the reporting for the last (30) business days.

C.5.3.6 SUBTASK 6 - INSTRUCTIONAL STAFFING AND SCHEDULING

The contractor shall provide and / or make readily available professional and qualified instructors who are subject matter experts (SMEs) in the course material they will teach and proficient in the delivery method used (ie. Distance Education via Online Training System). The contractor is responsible for scheduling instructors for course delivery and for ensuring adequate instructional staffing for each course. The staffing requirements for each course are established and set forth in each course's design document (Section J; Attachment Q).

C.5.3.6.1 MOBILE TRAINING TEAMS

Mobile Training Teams (MTTs) shall travel to various CONUS and OCONUS locations, as required, to provide DCITA courses to customers. The MTTs shall conduct advance trips as necessary to accurately determine the customer has needs and preview the customer's facilities. The contractor shall make every attempt to deliver DCITA courses in the same manner and content, as the in-residence version. Any modifications to the course material and its presentation must be coordinated with the Government. The Government will provide the contractor a minimum of one month's notice of need for establishment of a MTT.

C.5.3.7   SUBTASK 7 - ISD ANALYSIS PHASE SUPPORT

The Contractor shall utilize standard and common PMI and business methodologies to conduct the analysis phase for new courses and courses for which major re-developments are contemplated. This analysis/business case shall include:

1. Need
2. Target Audience
3. Estimated Return on Investment (ROI)
4. Availability of suitable commercial books to be used as principle student guide
5. Level of effort requisite to develop course
6. Impact of course development on other existing projects
7. Major Deliverables Expected
8. Proposed Project Schedule (high level)

Student Guides / Books
The Contractor shall utilize commercially available books, as student guides, for all new and re-developed courses as much as is practical and possible. If it is not possible to use an existing, commercially available book; the Contractor shall inform the Government of this, in writing, *as part of the Course Project Plan*.

Course Project Plan
The analysis phase shall result, at a minimum, in a *Course Project Plan* (Section F, Deliverable 19); which shall be presented to the Government for review and approval. The Course Project Plan, , shall provide the basis for initiating work on a course and for determining project performance, schedule compliance, scope compliance and costs containment.

Formal acceptance and approval by the Government of the Course Project Plan is required before any additional work (beyond that required to create the Course Project Plan) is done on the identified course or training material.

C.5.3.8   SUBTASK 8 - ISD COURSE DESIGN PHASE SUPPORT
After receiving formal approval of the Course Project Plan by the Government (Analysis Phase) the Contractor shall, following the Course Project Plan; begin work on the design phase of the course. The deliverable for the design phase is principally the course *Design Document* (Section F, Deliverable 20). The Design Document shall be prepared, following the most current and approved DCITA format.

The course Design Document shall at a minimum:
1. Specify the Scope of the Course
2. Define High-Level Learning Objectives (Course Terminal Learning Objectives)
3. Describe the High Level Course Structure
4. Identify Resources Needed to Conduct the Course
5. Describe Alignment to a Commercial Certification (if applicable)

6. Describe how the Course relates to and supports overall DCITA Curriculum (requisite)
7. Provide guidance and methodology for course maintenance and a place to record this activity
8. Describe and define the student evaluation and assessment plan
9. Provide a course outline
10. Serve as the source authority for the course and course requirements

C.5.3.9   SUBTASK 9 - ISD COURSE DEVELOPMENT PHASE SUPPORT

The contractor is responsible for all activities requisite to the completion of the course development phase. The design document serves as the guide for course development. It is the blue print from which the course will be developed and maintained. Course development encompasses the acquisition and development of all materials necessary to ensure the successful delivery of the course.

The contractor shall conduct all course development work in accordance with the approved Course Project Plan and Design Document. Any changes to the course from the specifications described in the Design Document and Course Project Plan must be made in collaboration with the Government and must be approved by the Government before implementation.
Development Phase Deliverables (Section F, Deliverable 21 through 26)
The Contractor shall prepare and deliver for approval to the Government (at a minimum) the following:
1. Lesson Plans
2. Instructor Guides
3. Student Guides (If Needed)
4. Student Lab Manuals (If Needed)
5. Instructional Media (As Needed)
6. Appropriate Student Assessment Materials

The end product of the development phase is expected to be a fully realized training course complete with all requisite instructional materials, ready for delivery to DCITA's students.

During the Development Phase, the Contractor will provide regular communication on the development progress to include reviews of content, instructional materials and routine meetings with project team members. The purpose of these requirements is to ensure the Government has adequate oversight of the project and can, if necessary, make changes early enough into the process to ensure the delivered item(s) meet the Government's requirements and avoid unnecessary development costs (time/scope/treasure).

Student Guides / Lab Manuals and Instructor Guides
When commercial books can be utilized the Contractor shall develop a *Student Lab Manual* to serve as an adjunct to the commercial book. The lab manual will describe repeatable exercises and other practical instructional materials as necessary.

If during the planning/analysis phase it is determined that it is not possible to utilize a commercially available course book; the Contractor, as part of course development, shall prepare

a *Student Guide* for the course, containing all the requisite information a student would need to ensure success in the course.

Regardless of whether a commercial text book is utilized or not; the Contractor shall develop an Instructor Guide for every course. The purpose of the instructor guide is to maintain course delivery integrity and consistency (over multiple iterations and varying instructional staff) and ensure the learning objectives defined in the course design document are met. Instructor Guides will vary in length, complexity and detail depending upon the course, the material presented and learning objectives.

C.5.3.10 SUBTASK 10 - ISD COURSE IMPLEMENTATION PHASE SUPPORT

The contractor is responsible for all activities requisite to ensure complete delivery of all training offered by DCITA, in accordance with the course's design document (as applicable), regardless of the manner of delivery.

Upon acceptance and approval by the Government of all course materials requisite for course delivery; the contractor shall schedule the course for delivery and provide sufficient instructors, who are subject matter experts in the course materials to deliver the course in its entirety. The contractor shall provide for the setup and teardown of *in residence* classrooms as necessary. It is common for courses to end on Fridays with new courses starting in the same classroom the following Monday. It is also possible for courses to end in the middle of a week and have a new course start the very next day (ie... course A ends on Tuesday in classroom 1 and course B starts in classroom 1 on Wednesday). The contractor is responsible for ensuring the classroom is prepared for training delivery, prior to the start of the course.

Any variance from the delivery method described in a course's design document must be approved by the Government in advance of course delivery.

C.5.3.11 SUBTASK 11 - ISD EVALUATION PHASE SUPPORT

The evaluation phase is multi-faceted and follows Kirkpatrick's four level evaluation model (Reaction, Learning, Behavior, Results).

Programmatic
The course's design document will specify the frequency of and schedule for regular reviews of the course material, learning objectives, alignment to commercial certification (as applicable) and the course's efficacy within the comprehensive DCITA curriculum framework. The contractor shall evaluate, maintain, recommend changes and modify all DCITA courses as necessary, in accordance with each course's design document and the requirements set forth in this TO. The contractor shall provide the capability to audit and edit all developed courseware for accuracy, completeness, flow, balance, and clarity of understanding. The contractor will work with internal and external SMEs to review existing materials and incorporate new material developed by SMEs into current or new courses. In all cases, course review shall not be less

than 1 year for all courseware. If there is a conflict between a course's design document and this task order; the task order is directive.

Post Delivery

Every student attending and completing training at DCITA is required to complete a formal student evaluation. This existing DCITA student evaluation shall be modified by the contractor in collaboration with the Government (Section F, Deliverable 27) per the different courses. Only Government approved student evaluations may be used at DCITA.

The purpose of these evaluations is to measure the comprehensive quality of the course to include training materials, instructional delivery and relevancy to the student. The contractor shall ensure these evaluations are incorporated into the Online Training System; are available to the Government on an as needed basis, and are incorporated into monthly reporting of course efficacy. The contractor shall compile a monthly Course Summary report (Section F, Deliverable 28) from the PIC (Section C.5.4.9) for all courses delivered that month, detailing student surveys and performance results for those courses and highlighting any problem areas, concerns or recommendations; summaries or synopsizes of student surveys are not acceptable. These reports shall be provided to the Government within five working days (WD) of the beginning of each month.

The Contractor shall compile a comprehensive quarterly Student Evaluation report (Section F, Deliverable 29) via the PIC (Section C.5.4.9) tracking student evaluations per course to show any trending. These reports will also include appropriate graphs, pie charts and similar visual information to provide an *at a glance* executive analysis of a student satisfaction and performance for the reporting period. These reports shall include (at a minimum):

1. Student performance scores for each course
2. Student survey results for each course
3. Instructional staff for each course
4. Method of delivery (in residence, online, mobile)
5. Course enrollment for each course
6. Courses cancelled for that quarter

C.5.4   TASK 4 – DCITA INFORMATION TECHNOLOGY SUPPORT

C.5.4.1   SUBTASK 1 - Online Training System MANAGEMENT

DCITA utilizes a state of the art comprehensive, specialized integrated DCITA developed and managed Online Training System to provide all secure web services, distance education services, student registration services, public web services, student assessments, surveys, and statistics. The contractor shall provide expertise in the management, operation, continued evolution and maintenance of the Online Training System. The contractor shall maintain a public web site, a secure "informal" learning portal accessible via the Internet and an integrated Learning

Management System (LMS) used to deliver on-line training, deliver continued professional education materials and as the system of record for all student records.

The contractor shall provide on-line course registration and student records management. The contractor shall adhere to all DoD and Federal system security and data integrity requirements necessary for accreditation and shall include data backup and restoration and continuity of operations capability, unless otherwise directed by the Government in writing.

The contractor shall provide all content for the Online Training System and shall provide content for and keep current the secure informal learning portal. It is expected that informal learning portal content shall be updated daily. This content includes but is not limited to:

1. Blogs
2. White Papers
3. Research Documents
4. Short Training Videos
5. Comments on Instructor and Student Postings

C.5.4.1.1   WEB DEVELOPMENT SUPPORT

The DCITA website (www.dcita.edu) is the public face of DCITA to anyone on the internet. As such this website must exhibit the highest standards for quality, professionalism and usability. The Contractor shall provide expertise in commercial/government website development to include design, graphic arts and technical support.

C.5.4.1.2   ONLINE TRAINING SYSTEM FORUMS SUPPORT

The Online Training System is used to host a collaborative, informal but structured learning environment where students and DCITA staff can communicate, share information and explore trends in cyber investigations. The Online Training System forums are categorized by subject matter such as Computer Forensics and Network Investigations. Content for the forums comes from DCITA subject matter experts, instructional staff and students. The Contractor is responsible for ensuring all informal content is reviewed, meets applicable guidelines, does not violate classification levels/standards and is free from profanity, offensive or otherwise inappropriate statements.

C.5.4.1.3   ONLINE TRAINING SYSTEM TUTORIALS SUPPORT

The contractor is responsible for developing and posting tutorials to the tutorial section of the DCITA portal. Tutorials are short, targeted informational postings designed to address a single issue. While tutorials can be posted by anyone, including students, it is the Government's expectation that the majority of tutorials will come from the contractor and that all tutorials, regardless of source, shall be vetted by the contractor for accuracy and relevance.

C.5.4.1.4   ONLINE TRAINING SYSTEM AND INFRASTRUCTURE SUPPORT

The Online Training System is housed and will remain in a secure data center in Culpeper, Virginia.
The contractor is responsible for establishing, replacing and/or modifying Online Training System components and will require advance Government in writing. The contractor shall conduct systems administration, security monitoring, information assurance, database development/management, quality assurance, student support, trouble shooting, remediation and project management for the Online Training System system. The contractor shall immediately report any security incidents, improprieties, unauthorized activities or unscheduled system downtime to the Government, when discovered.

All equipment, software and systems used for Online Training System must meet DoD standards and continued DoD accreditation of the entire Online Training System.

C.5.4.2   SUBTASK 2 - CERTIFICATION & ACCREDITATION

Currently, DCITA has a Global Information Grid (GIG) waiver. The contractor shall produce, document, process and maintain Certification & Accreditation (C&A) packages and Assessment and Authorization packages for the Online Training System, IAW DoD 8510.01 *Risk Management Framework (RMF) for DoD Information Technology (IT).* The Contractor shall identify, develop and document the security process or procedures to meet all DoD 8510.01 requirements.

The C&A and A&A packages shall include supporting documentation for, but not limited to:

1.   Security requirements
2.   Security requirement Verification & Validation
3.   Sensitivity of the data being processed
4.   Identification of the system threats and vulnerabilities
5.   Project likelihood of attack and exploitation
6.   Identification of existing and planned countermeasures

The supporting documents shall be to the level of detail so as to support obtaining appropriate Authority to Test, Connect, or Operate to meet program and integration timelines.

C.5.4.3   SUBTASK 3 - CONFIGURATION MANAGEMENT SUPPORT

The contractor shall develop and implement a Configuration Management (CM) system for all DCITA IT systems. The CM system shall include configuration identification, data management, audits, change control, status accounting, and deficiency reporting. The CM system shall be documented in a Configuration Management Plan (CMP) that includes / addresses the entire lifecycle of the IT system (Section F, Deliverable 30).

C.5.4.4   SUBTASK 4 - IT SYSTEMS SECURITY

The contractor shall perform all tasks necessary to ensure applicable DCITA IT systems are secure and meet all applicable DoD and Air Force policies, directives, memorandum and requirements. The Contractor shall design, develop, engineer and implement solutions that meet established security requirements. The Contractor shall perform regular vulnerability and risk assessments of DCITA's training and development computer/network systems and applications. The contractor shall perform regular and routine vulnerability and risk assessments of the Online Training System. The results of these assessments shall be reported to the Government within five (5) days of the completed assessment (Section F, Deliverable 32). The contractor shall report all findings and recommendations in this report.

The contractor shall configure test beds and conduct testing: record and analyze results. The contractor shall test training and developmental computer/network systems and applications for ease of unregulated entry; systems resources denial; system information corruption; unlawful use of system resources and system vulnerability. The contractor shall perform information protection functions for training networks, development networks and the Online Training System. The contractor shall maintain the integrity and privacy of DCITA's Online Training System and training information systems; evaluate, implement and configure systems to ensure full compliance with applicable DoD and Air Force regulations, directives, memorandum and requirements listed below.

The contractor shall support the cybersecurity guidance to ensure compliance with:

1. Department of Defense Instructions (DoDI) 8500.01 (Section J, Attachment V)
2. DoDI 8510.01 – Risk Management Framework (RMF) for DoD Information Technology (IT) (Section J, Attachment W)
3. Air Force Instruction (AFI) 33-200 Section J, Attachment X)
4. AFI 33-210 (Section J, Attachment Y)

C.5.4.5   SUBTASK 5 - NETWORK ADMINISTRATION

The Contractor shall install and maintain routers, switches, hubs and necessary cabling comprising the DCITA networks (Section J, Attachment Z). The contractor shall maintain the IP addressing schema for the entire enterprise infrastructure, modify switch, router and hub configurations to ensure optimum network performance and configure Access Control Lists to grant/restrict network access to authorized uses and protocols. The contractor shall provide metrics collection in support of DCITA training and developmental enterprise infrastructure and information flow management. Configure, operate and maintain enterprise training and development network management systems and provide necessary backup of such systems. The contractor shall provide proactive and reactive management of resources by monitoring and controlling networks, available bandwidth, hardware and distributed software resources. The contractor shall respond to detected security incidents, network faults (errors) and user reported outages at the time of customer referral.

**C.5.4.5.1   DCITA INFORMATION MANAGEMEMT OFFICE 24/7 ON-CALL
SUPPORT**

The contractor's DCITA Information Management Office (IMO) shall provide 24/7 on-call
support for problems concerning DCITA's network operations and/or the power conditioner unit
(PCU) supporting DCITA. The contractor shall ensure an IMO staff member is on-call 24/7, and
able to report to DCITA's facility within 60 minutes of notification.

C.5.4.6   SUBTASK 6 – HARDWARE/SOFTWARE SUPPORT SERVICES

The contractor shall identify, install, maintain, and remove hardware and software components
as required to ensure full operational capability of the DCITA IT environment to include the
Online Training System and classroom IT systems. The contractor shall perform preventative
maintenance in accordance with Original Equipment Manufacturer (OEM) recommendations and
best industry practices. The contractor shall notify the COR and DCITA TPOC of any
unscheduled outages or repairs that will impact any aspect of training delivery. The contractor
shall plan for and schedule repairs, upgrades or periodic maintenance so that these activities do
not disrupt training development or training delivery. These planned for events shall be approved
by the Government before implementation.

The contractor is responsible for maintaining records of all maintenance, regardless of the entity
responsible for the repair in a Maintenance Report and shall be reported within the MSR (Section
C.5.1.5). The Contractor shall provide a summary report of all hardware related issues, problems,
outages and repairs each month in the MSR.

C.5.4.7   SUBTASK 7 - DCITA GRAPHIC ARTS & MULTIMEDIA SERVICES

The Contractor shall provide qualified personnel to perform routine analysis and assessments of
all DCITA graphic arts, multimedia and associated materials and ensure these materials are kept
up to date, relevant and meet the Government's expectations. The goal is that all materials are
modern, professional, consistent and of the highest quality. The Contractor shall document the
findings of these routine assessments and present them, along with any recommended changes,
to the Government in writing via the MSR. The Contractor shall provide professional graphic
arts, graphic design, graphic editing, audio/video support and specialized multimedia support,
but not limited to, for the following:

- E-learning package development to directly support the generation and maintenance of
superior-quality of in-residence and on-line learning products
- On-line learning products such as *CyberCasts*, adjunct instructional videos and
interactive graphics
- Formal learning materials associated with structured courses
- Books, student lab manuals, handouts, charts and similar items.

All online materials shall comply with and conform to DoD standards for interoperability and cross platform integration and Sharable Content Object Reference Model (SCORM) requirements, unless exempted in writing by the Government.

C.5.4.8 SUBTASK 8 - IT SYSTEMS LIFE CYCLE MANAGEMENT

The contractor shall provide life cycle management for all IT systems used to develop and deliver DCITA training to include the Online Training System. IT life cycle management reporting shall be integrated into the Online Training System and made available to the Government.

C.5.4.9 SUBTASK 9 - PROGRAM INFORMATION CENTER

The contractor shall develop and maintain a secure, web based (preferably located within Online Training System) Program Information Center (PIC). The PIC shall document DCITA's operations, policies, procedures, program performance metrics, goals, and objectives. The PIC shall be developed by the end of Fiscal Year 2015 (Section F, Deliverable 33).

The PIC shall have the technical capability to provide to the Government, Curriculum Manager, and selected contract personnel the following:

1. Dash Board – providing at a glance summaries of operations, up to date metrics (as set forth by the Government) and problem notifications.
2. Query – allowing the Government to generate custom reports from the LMS (Online Training System) as needed and necessary.
3. Resource management including financial resource management, budgeting, procurement, IT inventory life-cycle management, and physical asset management.

The PIC shall also, at a minimum, address the following:

1. DCITA's Instructional Systems Design (ISD) processes, work flows, and procedures
2. Resource management information to include processes, work flows, and procedures and primary points of contact.
3. Classroom configuration processes and procedures
4. Security and Safety Information / Points of Contact, processes and procedures
5. Course Schedule
6. Help Desk

The PIC shall have the technical capability of providing a bulletin board or similarly designed interface allowing for open / secure informal communications between Government and contractor personnel. To safeguard salary, rate, and other sensitive information, the offeror's PIC solution may segregate such data into a separate database or application, with additional access controls and user authentication. Upon completion the PIC shall have the ability to produce the necessary reports throughout the following sections of this requirement:

1. Registrar's Office Reports (Section C.5.2.1)
2. Surveys and Assessments (Section C.5.3.5)
3. Course Summary Report (Section C.5.3.11)